

**Department of Health and Hospitals
Office of Management and Finance**

**Louisiana Technology Innovations
Fund Proposal
for a
Web-based Contract Management System**

August 15, 2003

I PROJECT TITLE

Department of Health and Hospitals, Office of Management and Finance, Web-based Contract Management System

II PROJECT LEADER

Name: Madeline W. McAndrew
Department of Health and Hospitals
P. O. Box 629
Baton Rouge, Louisiana 70808

Office Voice: 225-342-9509
Fax Number: 225-342-5568
E-mail: mmcandre@dhh.state.la.us

III EXECUTIVE SUMMARY

The Department of Health and Hospitals, Office of Management and Finance is requesting \$138,600 annually for the next three years to implement and maintain a web-based centralized and consolidated approach for contract management for the Office of Management and Finance, Office of the Secretary, Office of Addictive Disorders, Office for Citizens with Developmental Disabilities, Office of Mental Health and the Office of Public Health.

Once a successful pilot is demonstrated within the Department of Health and Hospitals, all Departments in state government could potentially utilize the system. This system could potentially eliminate the need for all Departments to send copies of contracts to the Division of Administration, as the Office for Contract Review would have the capability to review and approve all contracts on-line.

IV DESCRIPTION OF THE PROJECT

A. Project Narrative

Currently the Department executes approximately 5,500 contracts and individual agreements annually with families, health care providers, consultants and other professionals. The proposed project has five primary goals: 1) To consolidate the location of all contracts to a centralized database; 2) To reduce the timeframe and administrative cost for review and approval of all contracts; 3) To provide management and other external parties with the ability to review the entire contract on-line; 4) To provide management with the ability to query various reports to conduct analyzes relative to types of contractors, types of services being contracted, trends, work flow, etc.; and 5) To provide a ready available standardized boiler plate contract form, sample contracts and sample request for proposals for contract initiators.

Based on an analysis done by the Department the contract process can take anywhere from one week to six months to complete. Reviews and approvals are conducted at various steps in the contract process. Through an automated contract management system all internal reviews can be done simultaneously, corrections made and sent to all parties rather than under the current system where the contract could be sent back to the contract initiator at each review step in the process. Reviewing the contract on-line verses hard copy will not only save employee time, but will also reduce administrative

cost. Currently up to seven hard copies of contracts are required to be made initially. If changes are required, corrections must be made to each copy.

There are contractor initiators located throughout the Department and located throughout the State. For example, the Office of Public Health has nine regional offices and over forty programs in which contracts are initiated. Each one of these contract initiators must obtain approval from a minimum of five individuals within Public Health and approximately seven individuals (DHH Contract Review, DHH Budget, DHH Contract Review Committee) external to Public Health, but internal to the Department. By having the ability to send via email a message to most of the approval authorities a message to review the contract, have the contract on-line would not only save administrative cost but significantly reduce the timeframe for review and approval.

B. Use of Innovative Technology

The Department is proposing to utilize MediTract's TractManager® contract management service which provides online, real-time access to a customized and central contract database that automatically tracks and manages all third-party contracts within an organization. This innovative money-saving and money-making solution is well suited for not only the Department of Health and Hospitals, but other departments including but not limited to LSU Health Services Science Center, LSU Medical School and other universities.

TractManager is currently being used by more than one hundred fifty health systems nationally, in more than eleven hundred healthcare facilities. The organizational features available in the TractManager software provide the potential for cost savings opportunities. Current TractManager clients have experienced cost savings of as much as \$3.00 for every \$1.00 they are paying to MediTract after implementing the system. TractManager assists users in identifying expired contracts on which payments are still being made, comparing payment requests and payments received to contract terms and alerting managers to the negotiation, review, and approval of contracts in the workflow process. TractManager also allows administrators with access to a comprehensive analysis of contract files and can significantly reduce the cost of audits.

The typical deployment of TractManager is done using an Application Service Provider ("ASP"). MediTract's unique service provision includes its employees scanning a the Department's contract files; building the contract database; providing scanning hardware; training users; and, providing software support and future enhancements to the software. Under the typical ASP solution, there are no costs associated with the implementation of TractManager rather a the Department pays a monthly fee based on the number of contracts in its database.

MediTract is prepared to implement TractManager for DHH immediately and with virtually no time required from DHH other than deciding on the hierarchy of its database and gathering and organizing its contract files. The completion of implementation and user training is approximately 45-60 days after the contract files have been scanned.

C. Multi-agency Application or Portability to Other Agencies

The Department of Health and Hospitals proposes to implement this program for the Office of Public Health, Office of Addictive Disorders, Office for Citizens with Developmental Disabilities, Office of Mental Health, Office of Management and Finance, Office of the Secretary and the Bureau of Health Services Financing. Currently the Department executes approximately 5,500 contracts and individual agreements, over

50% of the total number of contracts issued statewide by all Departments in state government. Once a successful pilot is demonstrated within the Department of Health and Hospitals, all Departments in state government could potentially utilize the system. This system could potentially eliminate the need for all Departments to send copies of contracts to the Division of Administration, as the Office for Contract Review would have the capability to review and approve all contracts on-line.

D. Benchmarking Partners and/or Best Practice References

The following is a partial list of MediTract's clients/user references:

Name: Baylor Health Care System
Address: Dallas, TX
Live date: November 2000
User contact name and phone number: John Thomas, General Counsel, (214) 820-3924
Departments/areas within organization using TractManager: Legal, Physician Contracting, Tax & Compliance, Research Institute, Materials Management, and PHO (Health Texas Network)

Name: MedCath, Inc.
Address: Charlotte, NC
Live date: November 2000 (at the Heart Hospital of Austin)
User contact name and phone number: Carl Ericson, Vice President – Managed Care, (704) 708-6610
Departments/areas within facility using TractManager: Corporate Managed Care Department, Heart Hospital of Austin, Heart Hospital of Arkansas, Heart Hospital of Dayton, Heart Hospital of Bakersfield, Heart Hospital of Tucson, Harlingen Medical Center, Heart Hospital of New Mexico, Louisiana Heart Hospital, Arizona Heart Hospital, Heart Hospital of San Antonio (implementation scheduled) Lafayette Heart Hospital (implementation scheduled)

Name: Texas Health Resources
Address: Arlington, TX
Live Date: August 2002
User contact name and phone number: David Park, Contract Administrator, Supply Chain Management Department, (817) 462-7504
Departments/areas within facility using TractManager: Corporate Managed Care Department, Corporate Supply Chain Management Department, Corporate Information Systems Department, Corporate Real Estate Services Department, all 13 hospitals in the organization.

Name: Our Lady of the Lake Health System, Inc.
Address: Baton Rouge, LA
Live Date: April 2003
User contact name and phone number: Jeff Braud, Contracts Manager-Legal Department, (225) 765-6872
Departments/areas within facility using TractManager: System being used enterprise-wide.

Name: NorthBay Healthcare System
Address: Fairfield, CA
Live date: March 2003
User contact name and phone number: Janet Welsh, Contract Manager-Finance Dept., (707) 429-7853
Departments/areas within the organization using TractManager: System being used enterprise-wide.

Name: Multicare Health System

Address: Tacoma, WA

Live Date: January 2003

User contact name and phone number: Sandy Ruffo, Director-Payor Contracting, (253) 403-4304 or Mary Carmody, Contract Manager, (253) 403-1966.

Departments/areas within the organization using TractManager: System is being used enterprise-wide.

E. Long-range Planning

This project will provide one of the tools necessary for the Department to continue to outsource services currently being provided through the Department and its various Offices. To continue to outsource the Department must have an efficient and effective methodology to process contracts through the bureaucratic system that exists. Currently the contracting process through the Department is both labor intensive and cumbersome. Simplifying the process through automation is consistent with the goals of the Department in providing a system that is not only on the long term a cost savings but efficient as well.

F. Performance Goal

The success of the implementation project will be measured by the number of average days it requires the Department of implement an approved contract from the date of signature by the contractor to the date of approval through the Division of Administration.

G. Technical Approach

TractManager Version 3.0 is a proprietary software based on Microsoft's SQL Server, running on the Microsoft .NET platform. TractManager is a relational design and uses foreign key and other constraints at the database level. The TractManager database design provides preventative maintenance tools and utilities to identify integrity errors, perform clean-up, re-organize the database, etc.

Under the typical implementation of TractManager using an ASP model, MediTract is responsible for hosting the TractManager application and The Departments' Contract Databases. TractManager Version 3.0 runs on an Intel based microcomputer system. DHH would not be required to provide any personnel to support and operate the system. Under the scope of the ASP model, DHH's technical responsibilities would be limited to maintaining Internet connectivity. Under the scope of the ASP model, users charged with maintaining DHH's database would be trained accordingly.

TractManager is capable of handling 10,000+ web users, at a rate of 13,000+ transactions per second. However, normal load on a typical TractManager server only produces an expense of 2,500 web users, at a rate of 1,423 transactions per second. Response times for Contract Summary Page display are seconds, with the actual document images and reports rendering within a minute depending upon their size and complexity (and the bandwidth available at the users location).

TractManager® implements data transmissions and connection security utilizing a VeriSign issued 128-bit SSL Server ID certificate. This certificate provides for 128-bit high encryption and requires the appropriate Microsoft Internet Explorer add-on software be installed on the user's workstation.

The TractManager® system provides an organization with the ability to classify each of its users with certain access rights and privileges. The access control for each possible level of user is defined as follows:

Reader: Provides the lowest level of access to the contract database selected for that particular User. This user can read only those documents specified.

Author: Provides the same access as a Reader, plus the ability to print contracts, to create and to read contract notes in the database accessible to them as a user.

Editor: Provides all of the access an Author has plus the ability to create and edit a contract summary page, archive a contract, enter critical dates, create and edit asset logs and vendor files, receive email notifications and can be named as a responsible party for a contract.

Administrator: Provides all of the access an Editor has plus the ability to delete a vendor. May also request changes to the organization, users access and hierarchy in the database.

TractManager, via a process built into the application, tracks a user's activity once that user is logged on to the system. TractManager provides a full range of auditing information and reports including open, save, close, archival and destruction of contracts. Additional administrative auditing and logging is also performed including security and authentication information. All users can be tracked and audit reports can be generated giving details with regard to a user's activities. MediTract can generate reports of monitored activities upon a client's request. The tracking reports provide management with complete knowledge of the information a user is accessing; the information in a contract file edited by a user; and, what user renewed or archived a contract. An additional report of the e-mail notifications generated by TractManager for both expiration dates and critical events is also available. The audit trail files will be available to administrator users on-line.

TractManager provides direct access to all of the document images contained in a The Department's Contract Database not only the application but also from the reports that are rendered via the web. Each view and standard report will have drill through capability by Contract Number to the respective contract information and images of the contract documents. There are views in the software that can be printed to show contract heritage from inception through termination. Each contract file has a distinct location for the most current copy of a contract as well as the historical versions of the contract (the Contract/Attachments/Notes tab). This tab in the software is printable for all contracts. In addition, the workflow manager feature enables all versions of a contract to be categorized by a unique category, and all versions of a contract under that category can be retained and listed in a print view. The overall accessibility and control over the versions of contract will improve DHH's contracting procedures and contract management.

During the creation of the contract database, an Electronic File Cabinet is developed for each contract through which all activities related to the contracts are stored. The TractManager suite of services includes the following features:

- **Searching Features** – The TractManager system provides users with the tools to undertake customized searches of their entire database, including full-text searches for key words and/or phrases, as well as keyword searches of contract attributes.
- **Contract Cover Sheet** – MediTract's personnel develop a cover sheet for every scanned document.

- **The Contract and Certificate of Insurance** – The TractManager system provides an image and OCR copy of each scanned document in a read only format.
- **Contract Notes and Attachments**– This feature superimposes all information, such as correspondence related to a contract, comments, side-letter agreements and notes of verbal communications, as a permanent part of the contract record. Users can easily attach addenda to the permanent contract file.
- **Key Terms/Client Defined Data** – A sheet(s) is provided in each contract file for users to store key terms and provisions of an agreement and other information.
- **Compliance** – This tool enables a user to monitor whether or not a contract file requires a Business Associate Agreement, Trading Partner Agreement and/or a Conflict of Interest Statement document or language, and whether or not the document or language is included in the file.
- **Printer Friendly Option** - TractManager® offers users the option to print a dated page(s) that contains all of the information from the contract cover sheet, the contract and attachments information, the asset log and the key terms sheet.

A TractManager user can generate ad hoc and management reports within one entity or across multiple entities. The TractManager system supports the centralized reporting concept by providing a series of web-based, server side standard reports. The TractManager Standard Report Writer will allow users to create cross-organizational reports utilizing the appropriate contract data fields respective to their tasks. In addition, TractManager provides a web-based, server side DHTML application to allow for centralized and customized ad hoc reporting. Each unit of DHH's business could create its own reports based upon the data fields relative to the unit's contract information.

TractManager provides for faster identification of contracts and monitoring of workflow. TractManager provides a Workflow Manager feature, enabling users to route contracts and approval forms throughout an organization for review and signature and to store contract templates. Workflow Manager can be made available to internal management as well as external professionals. User access to the Workflow Manager feature is separate from database access, and allows users to be either a reviewer of contract documents being circulated for review and approval, or an originator of documents to be circulated for review and approval (which also provides reviewer permissions).

To start the workflow process, a user creates a document cover sheet, which includes: a category and reference line; the names of the people to review the document; and time limits for review of the document as determined by the originator. The system also allows for a simultaneous electronic distribution of approval documents, electronic signatures, and instant electronic return of the documents.

Users of workflow manager can easily review the status of documents in the workflow routing and approval process to determine who has reviewed the documents and where the bottlenecks in the approval process are. Designated reviewers for documents in the workflow process receive e-mail alerts from TractManager® when a new document has been sent to them for review, as well as when the review date has passed without their responses.

Each of The Department's TractManager® users' workstations shall be equipped as follows:

Client Hardware Specifications

- ✓ Intel-based computer system with a 486/66-MHz processor or higher (Pentium recommended)
- ✓ 32 Mb RAM (128 Mb recommended)
- ✓ 150 Mb Hard Disk Space Available
- ✓ Super VGA (800x600) or higher resolution monitor with 256 colors or higher (1024x720 with 64000 colors recommended)
- ✓ Dedicated Internet access utilizing a 256Kbps fractional T-1 or higher (Full T-1 or higher recommended)
- ✓ CD-ROM Drive For Optional Software Installations
- ✓ USB 2.0 Port For Optional Scanning Equipment

A. Client Software Specifications

- ✓ Microsoft Windows 98 or higher (Windows 2000 Professional/Windows XP Professional recommended)
- ✓ Microsoft Internet Explorer 5.0 or higher (Internet Explorer 6.0 SP1 recommended)
- ✓ Microsoft High Encryption Pack (128-bit encryption package)
- ✓ Adobe Reader 4.0 or higher (Adobe Reader 5.0 recommended)

H. Implementation Approach

1. The Department must confirm with MediTract that the contractor have the necessary connectivity, hardware and software for use with the Program.
2. MediTract and the Department will finalize lists of the contracting entity, site, department, contract types and user names to be used in The Department's Contract Database. In addition, The Department will provide to MediTract a list of the vendor names, in an electronic format, for the Contracts to be placed in the Department's Contract Database.

In our opinion, this is the most crucial step in the entire process. Deciding on how the contract information will be organized and categorized will ultimately drive how well the product is received and used by the client. This step involves decisions being made by individuals that have a high-level understanding of how the organization functions. Also, these decision makers need to consider the best way to organize the contract information while keeping in mind the various security levels of access to the database. The contractor will work actively with the decision makers to finalize this part of the process.

As far as the ultimate control of database design and user access, the most successful implementations have involved 2 – 3 individuals with a “vested interest” in the successful implementation of TractManager®. The driving forces in most of our installations involve some combination of the legal, contracting, finance and operations departments.

3. The Department will gather all Contracts to be scanned and notify MediTract of the availability of such Contracts.

The coordination of the gathering of contract files is best left to one individual. However, when the contractor is at the Department's site it will be necessary for them to have access to one individual responsible for each group of contracts. The Department

will gather contracts by department, and if at all possible, broken down by contract type within each department.

One way to encourage the process of gathering contracts and informing departments of what contracts they should provide for scanning is to have the DHH Contract Review office provide a list that apply to each department.

4. MediTract will scan all Contracts at The Department's site(s).

When on-site, the contractor will need a work area equal in size to an office area and/or a small conference room. The contractor will need to have access to power but do not need access to your network. Prior to departing from the scan job, the contractor will need to work with the Department's I/S department to connect and test the scanning equipment. In preparation for the connection of the equipment it is extremely helpful if a decision has been made on the location of the equipment, and that I/S has established a network connection and assigned a static IP address for that network connection.

5. MediTract will prepare cover sheets for the Contracts scanned, and organize The Department's Contract Database. MediTract will perform a quality assurance review of all Contracts scanned consisting of the following: one hundred percent of the Contract (pdf) image files will be opened to ensure the images are viewable; certain data will be captured from the files, thereby validating the OCR of the document, and entered into the cover sheets; and, the functionality of the electronic bookmarks will be verified. In addition, a quality assurance review of the The Department's Contract Database will be conducted consisting of random sampling of Contract files and Database views and reports generated by TractManager. In addition, MediTract will provide The Department with a Report and Action Plan, and The Department will review the Report for the completeness and accuracy of the information contained therein.

Another key element of a successful implementation is the completion of a review of the information contained in each contract cover sheet the contractor has developed in the scanning and hook-up processes. Essentially the Action Plan and Report generated be divided by departments and given to the appropriate department representative to review the accuracy of the information in the cover sheets. Another way to ensure use of TractManager® is to have the information in the files users will have access to as accurate as possible.

6. MediTract will provide training in the use of the Program to authorized users and demonstrate the functions of the Program, whereupon activation of the Program shall be deemed complete ("Completion Date"). Upon the Completion Date, MediTract shall begin billing and The Department shall pay the monthly license fee as specified on Addendum A of the Agreement.

There is no limitation to the number of users a The Department can have access its database. TractManager® is very user friendly and most users will have no problem with the "point and click" nature of the system. Initial training will be provided at the client's site(s) for users. A training session for the majority of users consists of a review of the features and functionality of TractManager®. Users will follow a "scripted" review of a contract file and the many views and reports available within their custom databases.

Training sessions usually consist of groups of individuals (size is determined by the arrangement of the training room) that have like security access to the database. For example, Reader and Author level users are trained together and a training session for that group is approximately one hour in duration. The system training for Editor level users is approximately ninety minutes. Training for the Administrator level users is usually an additional 30 – 60 minutes beyond the Editor level training session.

Additionally, training will be provided on the use of the scanning equipment the contractor provides. Also, at the client's request, the contractor may or may not provide training on the Workflow Manager feature at the time of the initial training. Training on Workflow Manager is approximately 30 – 60 minutes.

Additional training can be conducted via our Webex site for those users that are unavailable at the time of initial training and/or for new users. Webex based training is available on an ongoing basis.

I. Assessment of Risks

- Through outsourcing this function, the department will have the benefit of new innovated ideas developed for other customers by TractManager at no additional charge, thus reducing the risk of obsolescence.
- Greater impact by disaster will be offset by offsite backup storing of files.
- Implementation will be conducted in phases to ensure successful deployment of program.
- No additional staffing will be required.
- Very user friendly program, on-going training, internet training available 24/7, real-time user manual.
- Initial upload of database is conducted by the contractor thus minimizing the time the staff will be required to provide in setting up the new system.
- Call help center 24/7 that provides user report.
- Contractor provides scanning hardware and is responsible for all maintenance.

J. Integration with Existing Technologies

TractManager is capable of exchanging data with other systems. To date, there has been no direct interfacing with other systems. TractManager currently supports interfaces with all Internet-based electronic mail servers to accept delivery of its Critical Events Mail Alerts. TractManager® also supports a wide range of imaging products capable of producing a CCITT Group IV compressed multi-page TIFF file and rendering a Portable Document File Version 1.3 or greater. Data exchange interfaces are capable utilizing all industry standard data and database file import/export or extraction, transition and load procedures using the data warehouse in Microsoft SQL Server. Other interfaces could be provided once defined and agreed upon by DHH and MediTract.

K. Project Budget and Costs

1. Equipment.

EQUIPMENT			
No new equipment is necessary.			
Cost Summary:			
<u>Item</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
Not applicable			\$0

2. *Software.*

SOFTWARE			
Cost Summary:			
<u>Item</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
Tract Management License Fee	12 months	\$11,550.00	\$415,800
Total			\$415,800*
*License fee is for thirty-six months. If annual payment is made charge is only \$131,760.00 yearly. If single payment is made for the thirty-six months period charge is only \$366,300.			

3. *Telecommunications.*

TELECOMMUNICATIONS			
All sites utilizing this software will utilize existing T-1 lines.			
Cost Summary:			
<u>Item</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
Not applicable			
Total			\$0

4. *Professional/Contracted Services.* Include costs for all professional and contracted services. Each professional services/contractual services item (or set of items) should be described and justified (see example).

PROFESSIONAL SERVICES			
All professional services cost are included in the licensing fee.			
Cost Summary:			
<u>Item</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
Not applicable			
Total			\$0

5. *Other.*

OTHER COSTS			
Cost Summary:			
<u>Item</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
Not applicable			
Total			\$0

V FUNDING REQUESTED

FUNDING REQUESTED			
Other Sources: Existing federal and state funds will be utilized to fund the data lines currently in existence.			
Funding being requested is for a thirty-six month period.			
<u>Funding Category</u>	<u>Total Cost</u>	<u>Other Sources</u>	<u>Funding Requested</u>
Equipment	\$0		
Software	\$414,000	0	\$414,000
Telecommunications	\$0		
Professional Services	\$0		
Other	\$0		
Total	\$414,000	0	\$414,000

VI COST/BENEFIT ANALYSIS

The TractManager Solution:

- ❖ Ensures contracts are available on a real-time basis **accessible anywhere** a user can access the Internet.
- ❖ Will minimize the affect of employee turnover. New managers can have immediate access to the contracts they are responsible for managing.
- ❖ Maintains an internal schedule of all contractual obligations for financing transactions and financial audits.
- ❖ A simple solution to disseminating and storing policy changes. The system provides a tracking mechanism to ensure managers are reviewing policy changes.
- ❖ Provides the ability to reassign the responsibility for managing contracts by making a global change.
- ❖ Will assist in removing the “bottlenecks” in organizational management by providing desktop access to contracts stored at multiple locations.
- ❖ Will create efficiencies in the performance of job responsibilities. Employees are empowered because they are given access to the appropriate information at the time and point of need.

Savings

Problem: An organization has been unable to keep an up-to-date schedule of its contractual obligations and the terms of their contracts. There is no central repository of contract documents.

Situation: The organization is refinancing debt. The lender has requested a schedule of the organization’s financial liabilities and contractual obligations. The Executive Assistant and Administrative Assistants have been asked to locate and copy all contracts. The organization’s legal counsel and accounting firm have been hired to assist with developing the schedule.

TractManager Solution: A real time listing of all contracts, including contract values, can be printed from TractManager. Contracts lists can be sorted by contracting entity, department, site, contract type, Vendor (Other Party), expiration date, responsible party as well as others.

Annual Savings: The organization would have a schedule that was valid for that single transaction. Matters involving contract renewals, contract litigation, actions by the Board of Directors, etc. often require lists of contractual obligations to be compiled and multiple copies of documents to be made and circulated. The Executive Assistant and Administrative Assistants have an aggregated annual payroll cost of \$140,000, and an estimated 5% of their time annually is spent locating, copying and/or distributing contracts. On this particular transaction, \$15,000 was paid to the legal counsel and accounting firm for their assistance.

VII. Signed Standard Form:

_____ Date: _____

_____ Date: _____

_____ *Date:* _____

<u>Expenditure Increase (Decrease)</u>			
<u>STATE COSTS</u>	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Personal Services			
Operating Services	138,600	138,600	138,600
Professional Services			
Other Changes			
Equipment			
Total State Exp.	138,600	138,600	138,600

<u>PERSONNEL</u> <u>(By Classification)</u>	<u>2003-04</u>		<u>2004-05</u>		<u>2005-06</u>	
	<u>No.</u>	<u>Av.</u>	<u>No.</u>	<u>Av.</u>	<u>No.</u>	<u>Av.</u>
	<u>Pos.</u>	<u>Sal.</u>	<u>Pos.</u>	<u>Sal.</u>	<u>Pos.</u>	<u>Sal.</u>
Not applicable						

<u>MEANS OF FINANCING FOR ABOVE EXPENDITURES</u>					
<u>FISCAL YEAR</u>	<u>STATE GEN. FUND</u>	<u>AGENCY SELF GENERATED</u>	<u>RESTRICTED/ OTHER (specify)</u>	<u>FEDERAL FUNDS</u>	<u>LOCAL FUNDS</u>
2003-04	138,600				
2004-05	138,600				
2005-06	138,600				

Narrative Explanation of Expenditure Impact

- 1) **Implementation Costs:** All costs are included in the monthly license fee.
- 2) **Source of Funds (Include any alternative sources that may be available)**

State all assumptions and show all calculations. If there is no fiscal impact, clearly and completely explain why.

\$11, 550.00 x 36 months = \$415,800.